



KENYATTA UNIVERSITY

EXAMINATION FOR THE DEGREE OF BACHELOR OF COMMERCE

BHM 223: ORGANIZATIONAL LEARNING AND INNOVATION

2ND SEMESTER 2025/2026

TIME: 2 HOURS

INSTRUCTIONS:

Answer Question ONE and any other TWO questions

Question One

- a) Define the following terms:
 - i) Learning [3 marks]
 - ii) Organizational learning [3 marks]
 - iii) Learning organization [3 marks]
- b) Briefly describe the systems approach to the nature of organizations. [8 marks]
- c) Outline the barriers of effective learning in organizations. [6 marks]
- d) Outline the various type of innovation. [7 marks]

Question Two

- a) Using relevant examples, explain the five disciplines of a learning organization. [10 marks]
- b) Outline any five points that provide the rationale for adoption of learning in organizations. [10 marks]

Question Three

- a) Explain the main styles of learning proposed by the Experiential learning theory by Kolb. [10 marks]
- b) Describe the main types of organizational learning as practiced in organizations. [10 marks]

Question Four

- a) Explain the innovation process. [10 marks]
- b) Describe the main components of the Cognitive Learning process. [10 marks]

Question Five

- a) Describe the main areas that comprise the Knowledge Management process in organizations. [10 marks]
- b) Explain relevant strategies you would consider for sustaining learning in organizations. [10 marks]